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EMA

EMPLOYMENT MANAGEMENT ASSOCIATION

1992
National Cost Per Hire
Survey Report

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The Employment Management Association Report

National Cost Per Hire Data - 1992

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The Employment Management Association Report

National Cost Per Hire Data - 1992

The Employment Management Association has recently completed its tenth annual national cost per hire survey. This report contains the results of the 1992 survey as well as significant trend comparisons which reflect the effects of the national economy upon employment activities over the last ten years.

The EMA conducts this survey to provide for its members and other interested professionals benchmark data for the evaluation and comparison of their recruitment and staffing activities. Further, industry and geographical averages and various employment category comparisons are offered to assist employment managers in planning and budgeting for the coming year.

■ Significant Findings

- 1992 hiring levels hit a ten year low. The average number of Exempt hires per employer was 113, a full 37% below the ten year average.
- Over the last ten years, the Exempt Cost Per Hire excluding relocation costs have been amazingly consistent, never more than 15% above or below the ten year average of $4,318.
- The Exempt Cost Per Hire rose 22.5% to $6,654.
- The Overall Cost Per Hire rose 22% to $4,207, but since hiring levels dropped by 67%, the average employer expenses also dropped by more than 60%, falling below a million dollars per employer for the first time in the history of this survey ($864,198).
- The Non-Exempt Cost Per Hire ($1,283) and the average number of hires (132) were both down by a third from 1991 averages.
- Average Starting Salaries for newly recruited employees rose in all three categories since 1991 - 9% for Exempt employees, 44% for Non-exempt employees, 9% Overall.
- Approximately 20% of new Exempt employees were relocated to accept employment this year while the average cost of these relocations rose by 12.7% to $10,675 per relocation.

■ For Further Information

The EMA will continue to offer professional development workshops on the topic of employment costs at regional and national conferences. Specific inquires regarding this survey should be directed to:

Employment Management Association
4101 Lake Boone Trail, Suite 201
Raleigh, NC 27607-6518
(919) 787-6010

■ Acknowledgements

The EMA wishes to express its sincere gratitude to Gary A. Cluff of Cluff & Associates, Herndon, Virginia, for the creation of this survey and for his ten years of diligence and dedication in reporting these survey results.

Respondent Information

■ Respondents by Nature of Business

Business & Services

Banking	1
Computer/Data Processing	4
Consulting Services	4
Finance	1
Insurance	6
Merchandising	1
Research & Development	2
Restaurants	1
Transportation	1
Utilities	3
Other Business Services	10

Manufacturing & Industrial

Aerospace	2
Chemicals & Drugs	1
Computers/Business Machines	1
Food & Beverage Processing	3
Petroleum/Allied Products	2
Education	1

Government & Non-Profit

Health Services	4
Non-Profit Organizations	1

■ Respondents by Category

Exempt	48
Non-Exempt	33
Overall	49

■ Confidentiality

The EMA is pleased to acknowledge the participation of all the responding companies without whom this survey report would not have been possible. For reasons of privacy, the names of those companies shall remain undisclosed.

■ Validity

The data contained in this survey report reflects estimates and averages presented by the responding organizations. As such, the EMA cannot certify the validity and reliability of the information contained in this report. All readers are encouraged to compute their own cost per hire using the standard cost elements discussed in this survey in order to make any comparison with the averages presented in this report.

Computing Your Cost Per Hire

■ Section A - Employment / Recruiting Office Expenses

Line 1 **Salaries and benefits of Employment/Recruiting office staff**
Estimate the percentage of time spent annually in recruiting and staffing for Exempt, Non-Exempt, and Overall (or Total) vacancies by each member of your staff. Compute the actual salary for each staff member, multiply by the percentage that applies to each staffing category, then total. Multiply total salaries by your company's Benefit Multiplier. If unknown, multiply salary totals by 1.30 and enter on Line 1.

Line 2 **Travel, lodging, entertainment expenses of recruiting staff**
Compute the T/L/E expenses of the Employment/Recruiting office staff as they apply to each staffing category. Include: all recruiting-related trips and entertainment; T/L/E expenses for professional development seminars, workshops and conferences, college relations and source development visits, etc. Exclude meetings and training programs that do not utilize or enhance the employment skills of your recruiting staff. Enter totals on Line 2.

Line 3 **Administrative expenses**
Compute or estimate all recruiting-related overhead expenses, including but not limited to: telephone, office space, postage, PR literature, resume books, job posting systems, giveaways, general / image-building advertising, training program and conference attendance fees, employee referral gift awards, computer access charges. Exclude tax deductible contributions to colleges and universities. Enter totals on Line 3.

Line 4 **Sub-Total A**
Total Lines 1, 2, and 3, and enter on Line 4. (Note: If sufficient detail is not available to determine items 1 through 3 above, estimate sub-totals and enter on Line 4.)

■ Section B - Other Recruiter's Expenses

Line 5 **Travel, lodging, entertainment expenses for other recruiters**
If other company employees (technical managers, operating staff, etc.) and contract recruiters were utilized, compute or estimate their T/L/E expenses for each column and enter on Line 5. (A representative sample of expense reports may be gathered to compute an average which can be multiplied by the number of trips/events to obtain the totals for this line item.) Exclude recruiters counted in Line 1. Enter totals on Line 5.

Line 6 **Salaries of other recruiters**
Compute or estimate the average day's salary of those other employees utilized as part-time recruiters. Multiply this average by the number of days they were involved in recruiting, including business-hours travel time. Exclude full-time recruiters counted in Line 1. Enter Totals on Line 6.

Line 7 **Sub-Total B**
Total lines 5 and 6 and enter on Line 7. If sufficient information is not available to compute Lines 5 and 6, estimate these sub-totals based upon usage of other recruiters.

Never use -	Enter 0 on Line 7.
Seldom use -	Multiply Line 4 by 10% and enter on Line 7.
Occasionally use -	Multiply Line 4 by 25% and enter on Line 7.
Frequently use -	Multiply Line 4 by 50% and enter on Line 7.

■ Section C - Company Visit Expenses

Line 8 **Candidate travel, lodging, meal expenses**
Compute or estimate the average expense of each applicant who visits your company for employment consideration. (A representative sample of expense reports may be used to compute this average.) Multiply this average by the total number of applicant visits, not just for those hired. Enter totals on Line 8. EXAMPLE: Your screening ratio shows that 1 out of 4 applicants visiting your company is hired. Your cost of this line item is 4 x Total Hires x Avg. Applicant's T/L/E. [In 1991, the EMA average for Exempt Applicants was $284 per hire.]

Line 9 **Interview workday expenses**
Estimate the average hourly equivalent salary of the company personnel involved in your interview process (e.g. $43,000/yr. = $20.83/hr.) Estimate the average length of a typical applicant's visit (number of hours). Determine the average number of applicants interviewed to fill each position (see screening ratio example on Line 8.) FORMULA: Multiply hourly equivalent salary by hours by applicants by total hires (Line 21), enter totals on Line 9. E.G.: $20.83/hr. x 4 hrs. x 4 apps x 50 hires = $16,664. Enter the total on Line 9. [In 1991, the Exempt average was $345 per hire.]

Line 10 **Other expenses**
Estimate the costs (annualized or average per applicant) of other related expenses including, but not limited to, testing, pre-employment drug screening, credential verification, relocation packets, etc. Enter the appropriate annual expense totals on Line 10. [1991 Exempt average was $64 per hire.]

Line 11 **Sub-Total C**
Total Lines 8, 9, and 10 and enter on Line 11.

■ Section D - Direct Fees

Line 12 **Advertising Fees**
Enter number of hires derived directly as a result of employment advertising in appropriate columns. Compute or estimate total annual job-specific employment advertising expenses. Exclude general advertising charges and job posting expenses included on Line 3. Enter totals on Line 12.

Line 13 **Job Fairs**
For "# Hires," enter the number of hires derived directly as a result of participation in Job Fairs for each category. Compute or estimate total, annual, job fair participation fees. Exclude recruiter's cost, travel, materials, etc. included in Section A or B. Enter totals on Line 13.

Line 14 **Agency Fees**
Enter number of hires derived through personnel agencies to whom a contingent placement fee was paid in appropriate column. Compute/estimate total annual agency fees. Enter on Line 14.

Line 15 **Executive Search Fees**
Enter number of hires derived through executive search (retainer/contract search). Compute or estimate total annual search and search-research fees paid. (Exempt categories only.)Enter total on Line 15.

Line 16 **Employee Referral Cash Awards**
For "# Hires," enter the number of employee referrals hired in each category. Compute the total annual cash payments made to employees for referrals who were hired. Exclude program administration fees and gifts-in-kind included in Line 3. Enter totals on Line 16.

Line 17 **College Recruiting**
Under the heading "# Hires" enter the number of hires directly resulting from your college recruiting program in the appropriate columns on Line 17.

Computing Your Cost Per Hire (continued)

Line 18 **Sub-Total D**
Total the expenses from Lines 12, 13, 14, 15, 16, 17 and enter on Line 18.

Line 19 **Total recruitment costs**
Total Lines 4, 7, 11 and 18 and enter on Line 19.

Line 20 **Relocation expenses**
For "# Hires," enter the actual number of new hires and transfers who received relocation expense assistance to accept employment. Enter the actual or estimated total expenses incurred by your company to provide this assistance on Line 20.

Line 21 **Total costs**
Total Lines 19 and 20 and enter on Line 21

Line 22 **Total hires**
Enter number of hires by category for the calendar year on Line 22.

Line 23 **Cost per hire**
Divide Line 21 by Line 22. Enter results on Line 23 (rounded to nearest whole dollar).

Part II
Supplemental Data (Complete if data is available or can be estimated)

Line 1 **Average Annual Salary of New Hires**
Under each column heading, enter the AVERAGE annual salary or wages of all persons hired in that category. Where wage rates are hourly, multiply by 2080 hours for full-time workers, regardless of actual hours worked during the year.

Line 2 **Recruiter Workload**
Determine the AVERAGE number of open employment requisitions each recruiter was responsible for on a month-to-month basis.

Line 3 **Screening Ratio - Interviews to Hires**
Determine the AVERAGE number of interviews your company conducts to get one hire.
EXAMPLE: 4:1 (round to nearest whole number)

Line 4 **Acceptance Rate**
For each category, determine the percentage of offers made by your company which were accepted.

Line 5 **Time-to-Fill**
Determine the AVERAGE number of days it took from the time an employment requisition was opened until the offer was accepted to fill it.

Line 6 **Time-to-Start**
Determine the AVERAGE number of days it took from the time an employment requisition was opened until the new employee started working in the position.

Line 7 **Voluntary Turnover %**
Determine the annual total turnover % for employees leaving on a voluntary basis.

Line 8 **Involuntary Turnover %**
Determine the annual total turnover % for employees leaving on a involuntary basis.

Line 9 **Average Sign-On Bonus**
Determine the average amount of sign-on bonuses granted during the year by your company.

Survey Results: Exempt

Averages

CPH	# Hires	$ Spent per Employer
$6,624	113	$748,770

Organizational Responses

	Number	Percent	Avg CPH
Corporation	30	63%	$8,094
Division	8	17	$4,669
Unit	10	20	$4,540

Geographical Analysis - Cost Per Hire by Region

	# Resp	Avg # Hires	Avg $ Spent	Avg CPH
Northeast	10	148	$858,252	$ 5,787
Mid-Atlantic	9	150	773,879	5,175
Southeast	2	57	59,955	1,061
Midwest	14	94	460,105	4,913
Southwest	3	81	1,010,226	12,523
West	10	93	507,452	5,474

Averages by Employment Population

Population	% Responses	# Hires	Avg CPH
Less than 500	17%	70	$ 5,163
500 – 1,000	19	32	4,897
1,001 – 2,500	21	76	6,417
2,501 – 5,000	27	190	4,536
5,001 – 10,000	8	205	4,764
10,001 – 25,000	4	292	9,627
Over 25,000	4	130	13,263

Categorical Analysis

	% of CPH	CPH
Recruiting Office Expenses	32%	$2,120
Other Recruiters Expenses	4	265
Applicant Expenses	11	729
Direct Fees	21	1,390
Relocation Expenses	32	2,120
TOTAL	**100%**	**$6,624**

Direct Fees

	Fee per Hire
Advertising	$ 2,484
Job Fairs	1,465
Agencies	9,344
Executive Search	15,373
Employee Referral	268

Average Starting Salary

$ 45,823 CPH equals 14.5% of annual salary

Survey Results: Non-Exempt

Averages

CPH	# Hires	$ Spent per Employer
$1,283	132	$168,948

Organizational Responses

	Number	Percent	Avg CPH
Corporation	20	61	$1,551
Division	4	12	1,740
Unit	9	27	666

Geographical Analysis - Cost Per Hire by Region

	# Resp	Avg # Hires	Avg $ Spent	Avg CPH
Northeast	5	133	$ 212,690	$ 1,599
Mid-Atlantic	8	115	324,326	2,814
Southeast	1	615	105,549	172
Midwest	12	155	111,116	718
Southwest	2	30	66,629	2,259
West	5	51	75,607	1,494

Averages by Employment Population

Population	% Responses	# Hires	Avg CPH
Less than 500	21.2%	45	$ 1,633
500 – 1,000	15.2	92	806
1,001 – 2,500	27.3	153	791
2,501 – 5,000	27.3	153	894
5,001 – 10,000	6.0	220	3,875
10,001 – 25,000	3.0	398	1,735
Over 25,000	0.0	0	0

Categorical Analysis

	% of CPH	CPH
Recruiting Office Expenses	58%	$ 744
Other Recruiters Expenses	1	13
Applicant Expenses	14	180
Direct Fees	16	205
Relocation Expenses	11	141
TOTAL	**100%**	**$1,283**

Direct Fees

	Fee per Hire
Advertising	$ 482
Job Fairs	599
Agencies	2,753
Executive Search	-0-
Employee Referral	154

Average Starting Salary

$23,567 CPH equals 5.4% of annual salary

Survey Results: Overall

Averages

CPH	# Hires	$ Spent per Employer
$4,207	205	$864,198

Organizational Responses

	Number	Percent	Avg CPH
Corporation	29	59%	$4,427
Division	9	18	5,890
Unit	11	23	2,459

Geographical Analysis - Cost Per Hire by Region

	# Resp	Avg. # Hires	Avg. $ Spent	Avg. CPH
Northeast	10	231	$1,563,456	$ 6,765
Mid-Atlantic	9	253	1,391,278	5,489
Southeast	2	364	112,730	310
Midwest	14	226	555,205	2,453
Southwest	3	100	1,054,309	10,508
West	11	116	548,033	4,728

Averages by Employment Population

Population	% Responses	# Hires	Avg CPH
Less than 500	16%	110	$ 3,880
500 – 1,000	18	87	2,376
1,001 – 2,500	23	200	2,893
2,501 – 5,000	27	257	3,718
5,001 – 10,000	8	315	4,453
10,001 – 25,000	4	491	6,425
Over 25,000	4	310	10,271

Categorical Analysis

	% of CPH	CPH
Recruiting Office Expenses	36.0%	$ 1,515
Other Recruiters Expenses	3.5	147
Applicant Expenses	11.3	475
Direct Fees	20.6	867
Relocation Expenses	28.6	1,203
TOTAL	**100.0%**	**$ 4,207**

Direct Fees

	Fee per Hire
Advertising	$ 1,141
Job Fairs	1,219
Agencies	8,416
Executive Search	14,076
Employee Referral	210

Average Starting Salary

$36,615 CPH equals 11.5 % of average annual salary

Average Employer Expenses

Exempt	1991	1992
Employment / Recruiting Office	$ 382,208	$ 243,493
Other Recruiting Expenses	66,384	30,603
Company Visit Expenses	148,418	85,733
Direct Fees	197,411	161,369
Relocation	364,982	10,675
TOTAL	**$1,178,874**	**$748,770**

Overall	1991	1992
Employment / Recruiting Office	$ 603,828	$ 312,421
Other Recruiting Expenses	54,154	31,061
Company Visit Expenses	182,907	99,648
Direct Fees	233,998	182,059
Relocation	1,173,896	265,562
TOTAL	**$2,216,374**	**$864,198**

NOTE: Expense category amounts will not equal Total since not all respondents provided data in each category.

■ Company Visit Expenses - Exempt

Per hire costs also include expenses of unsuccessful applicants.

Exempt	1988	1989	1990	1991	1992
Candidate travel	$456	$ 635	$383	$284	$355
Management interview time	334	282	233	345	327
Drug tests, credential verification	117	86	57	64	96

- Employers expended about 25% more for candidate travel and accommodations.
- Managers spent slightly less time choosing the right candidate.
- Drug testing and credential verification costs rose.

National Comparisons

■ Regional Averages

Region	Exempt	Non-Exempt	Overall
Northeast	$ 5,787	$ 1,599	$6,765
Mid-Atlantic	5,175	2,814	5,489
Southeast	1,061	172	310
Midwest	4,913	718	2,453
Southwest	12,523	2,259	10,508
West	5,474	1,494	4,728

■ State Averages

	Exempt		Non-Exempt		Overall	
State	Hires	CPH	Hires	CPH	Hires	CPH
California	93	$ 5,474	51	$ 1,494	116	$ 4,728
District of Columbia	13	8,651	10	4,539	36	5,084
Illinois	85	4,562	137	753	222	2,228
Indiana	200	2,529	137	1,131	337	1,960
Kansas	391	4,072	165	1,000	556	3,160
Massachusetts	120	6,244	n/a	n/a	120	6,620
Maryland	99	8,468	121	3,312	220	5,565
Missouri	45	10,732	183	537	228	2,502
New Jersey	159	1,968	86	1,217	242	6,982
New York	126	8,964	165	1,713	245	6,608
Tennessee	112	954	615	172	727	293
Texas	81	12,523	30	2,259	100	10,508
Virginia	234	3,734	143	2,216	342	3,257
Wisconsin	17	3,231	n/a	n/a	17	3,231

No other states were represented with adequate data to warrant inclusion.

Industry Comparisons

Average cost per hire by industry and by category of employment

■ Exempt

	1990		1991		1992	
	Avg Hires	CPH	Avg Hires	CPH	Avg Hires	CPH
Computer/DP Services	n/a	n/a	n/a	n/a	29	$10,582
Consulting Services	117	$ 3,523	332	$ 1,925	206	4,630
Insurance	101	7,290	868	2,039	89	6,200
Merchandising	6	2,408	55	7,735	10	6,042
R & D	159	10,957	468	8,652	171	15,180
Utilities	122	10,829	135	13,463	125	8,443
Other Bus. Services	257	4,345	119	4,766	121	4,524
Aerospace	317	6,759	111	7,427	231	3,601
Computers/Bus. Mach.	106	5,328	101	6,423	157	7,401
Food & Bev. Processing	162	14,254	28	16,110	49	13,054
Non-Profits	17	4,430	53	828	13	8,051
Health Services	n/a	n/a	n/a	n/a	49	3,256

■ Non-Exempt

	1990		1991		1992	
	Avg Hires	CPH	Avg Hires	CPH	Avg Hires	CPH
Computer/DP Services	n/a	n/a	n/a	n/a	22	$ 2,398
Consulting Services	492	$ 1,944	473	$ 749	173	1,705
Insurance	199	1,571	154	815	91	1,693
Utilities	395	3,062	204	6,228	120	7,725
Other Bus. Services	n/a	n/a	n/a	n/a	81	1,408
Aerospace	59	596	246	4,345	n/a	n/a
Computers/Bus. Mach.	76	1,193	50	1,473	n/a	n/a
Food & Bev. Processing	35	3,006	20	1,949	154	351

■ Overall

	1990		1991		1992	
	Avg Hires	CPH	Avg Hires	CPH	Avg Hires	CPH
Banking	1,051	$ 1,317	806	$ 1,747	472	$ 1,664
Computer/DP Services	548	2,244	279	4,024	45	6,887
Consulting Services	329	2,910	559	1,466	336	3,449
Finance	529	5,296	152	2,261	320	4,092
Insurance	339	2,731	852	1,851	181	3,967
Merchandising	296	221	457	3,945	313	780
R & D	462	4,448	477	8,527	173	15,248
Transportation	112	3,622	100	2,385	75	3,495
Utilities	379	5,231	149	3,539	165	8,270
Other Bus. Services	620	1,764	128	4,684	173	3,600
Aerospace	359	5,591	953	2,371	176	4,251
Chemicals & Drugs	n/a	n/a	n/a	n/a	300	16,861
Computers/Bus. Mach.	194	3,435	160	4,606	227	5,913
Food & Bev. Processing	201	11,590	69	5,117	152	4,383
Petroleum & Allied Prod.	n/a	n/a	n/a	n/a	69	2,531
Non-Profits	117	1,253	108	2,433	36	5,064
Health Services	n/a	n/a	n/a	n/a	366	1,937
Overall Averages	**429**	**$2,967**	**625**	**$3,449**	**205**	**$4,207**

Part II - Supplemental Data

■ Average Starting Salaries

	1989	1990	1991	1992
Exempt	$38,938	$40,569	$42,011	$45,863
Non-Exempt	18,836	21,308	16,372	23,567
Overall	28,389	31,374	33,661	36,615

■ Employment Effectiveness Measures

	Exempt	Non-Exempt	Overall
Recruiter Workload	9.75	11.24	15
Screening Ratio	6:1	4:4:1	5.3:1
Acceptance Rate	86%	92%	90%
Time-to-Fill	52 days	29 days	50 days
Time-to-Start	68 days	38 days	63 days
Voluntary Turnover	6.35%	6.71%	11.16%
Involuntary Turnover	3.47%	4.83%	7.53%
Avg Sign On Bonus	$5,061	n/a	$5,344

NOTE: Overall column may not be sum of averages for all other columns. Respondents may not have provided input for each category (or column).

■ Commentary

Although the economy and job market were at ten-year lows, employers did not demonstrate higher efficiencies than reported in 1991 in all categories.

Improvements in the Overall column in 1992 vs. 1991:
Acceptance rate - 5% higher
Voluntary Turnover Rate - 3% lower

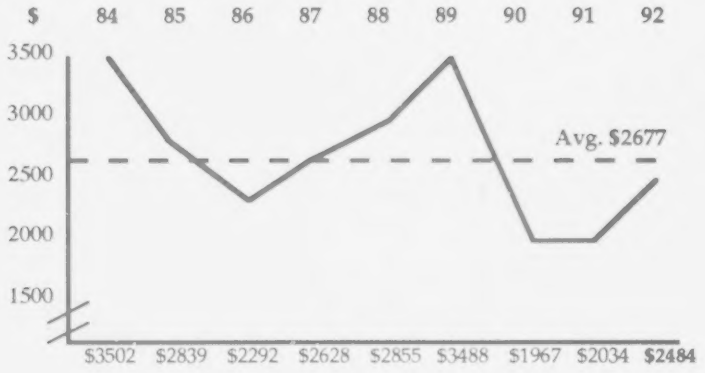
Diminished effectiveness in the Overall column in 1992 vs. 1991:
Screening Ratio - increased from 4.6:1 to 5.3:1
Time-to-Fill - increased by 9 days
Time-to-Start - increased by 13 days

It is believed that companies had fewer professional recruiters to support the hiring activity, thus greater inefficiencies occurred as reflected above.

Direct Fee Trends - Exempt Category

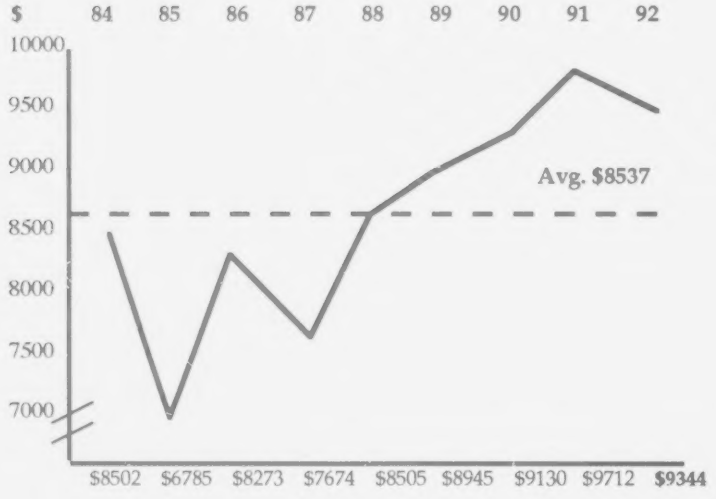
■ Advertising Fees

With the exception of 1986, employers have been more effective in the utilization of their advertising dollars in the '90s than they were in the '80s.



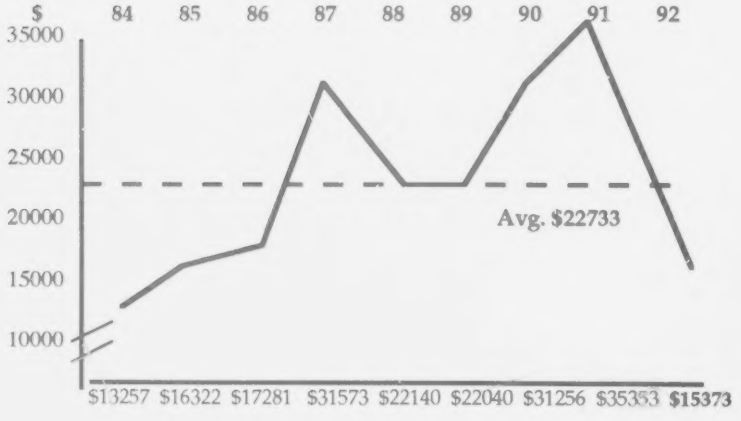
■ Agency Fees

As salaries have continued to inflate throughout the decade, so has the average agency fee.



■ Executive Search

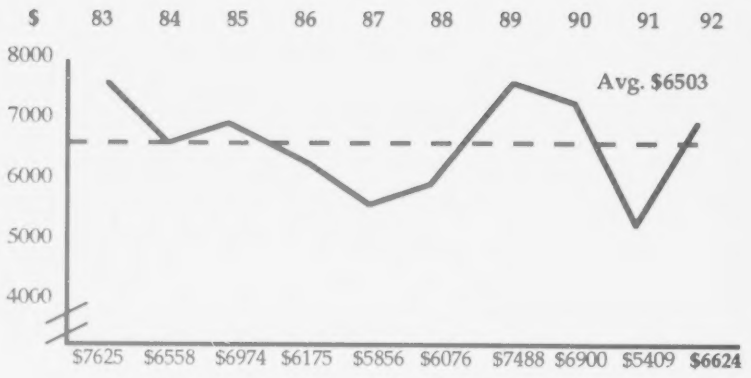
Although Search represents only a very small part of total hiring, the general trend begins to emerge when viewed over a decade. Inflation can also be seen in these fees. In 1992, the sample size was too small to be conclusive.



10-Year Trends – Exempt Category

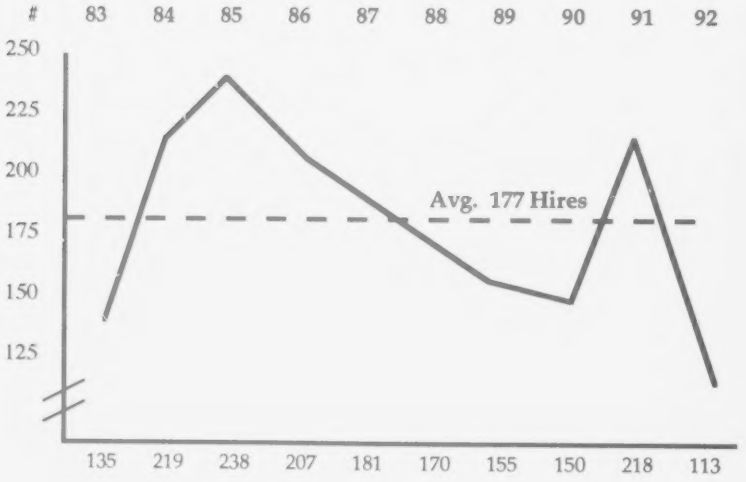
■ Average Cost Per Hire

Despite inflation, over this ten year period, the average cost per hire has remained relatively constant year after year.



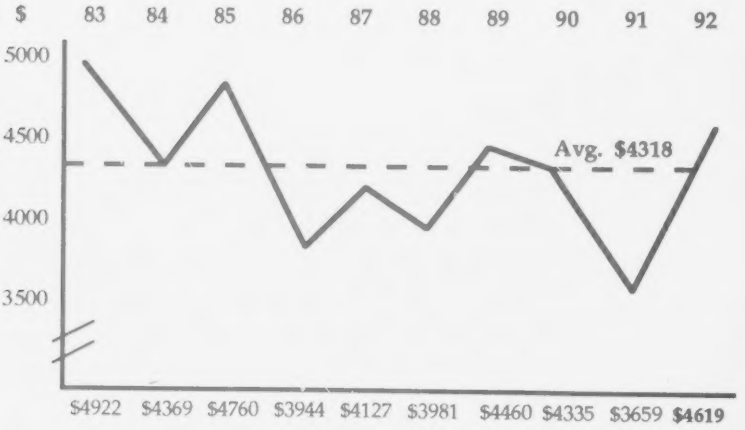
■ Average Number Exempt Hires

Exempt hiring trends have mirrored the economy throughout the decade of this survey. The overall trend appears to indicate employment of fewer exempt workers each year.



■ Average CPH Without Relocation

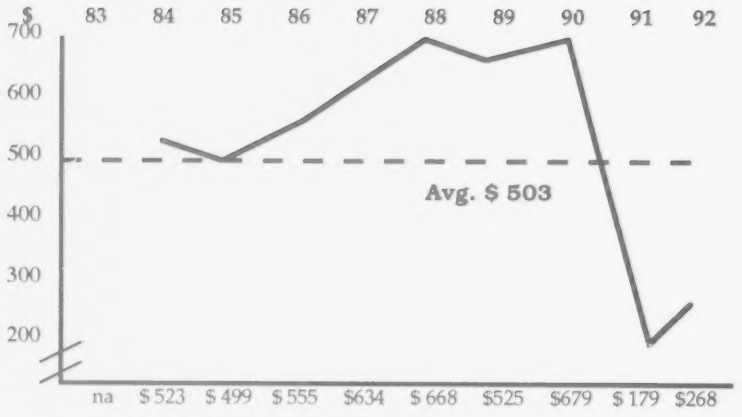
The average cost per hire computed without relocation expenses has varied by no more than 15% from the average of $4318.



More Exempt Trends

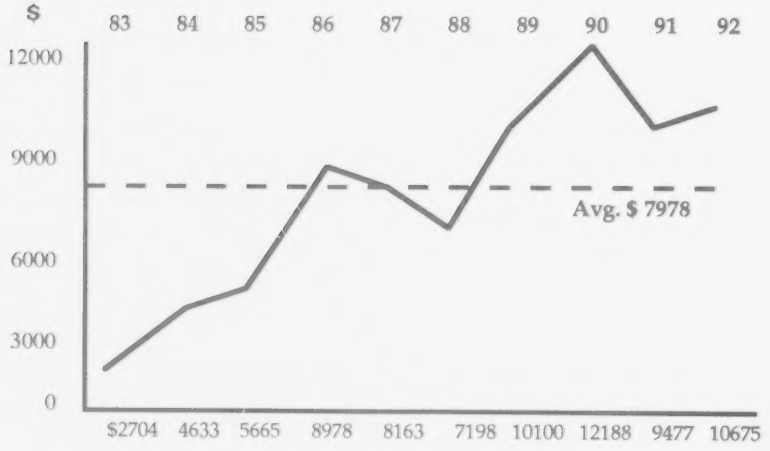
■ Average Employee Referral Award

As the job market declined in the last couple of years, so apparently have the cash awards given by employers for employee referrals.



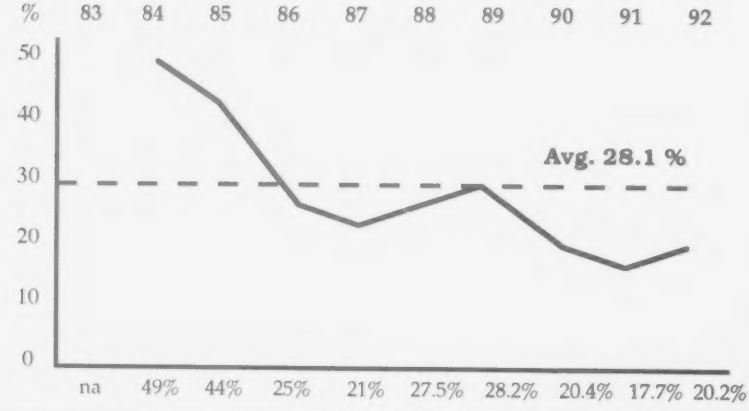
■ Average Cost of Relocating a New Employee

Relocation costs have been on a reasonably steady escalator throughout the decade. These costs have only been held under control by the decline of company assisted moves as shown below.



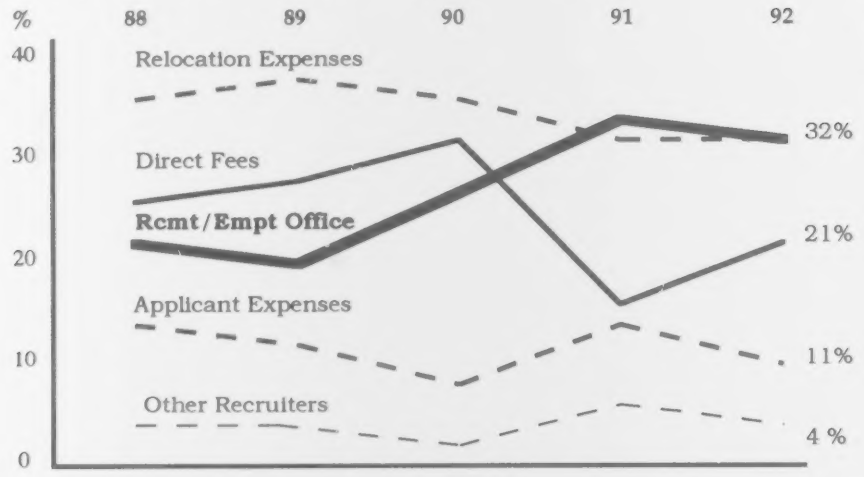
■ Average % of New Hires Receiving Relocation Assistance

As the applicant supply increases and demand decreases, it is easier to recruit people who do not have to be relocated, or, due to the tight job market do not demand or expect as much assistance.



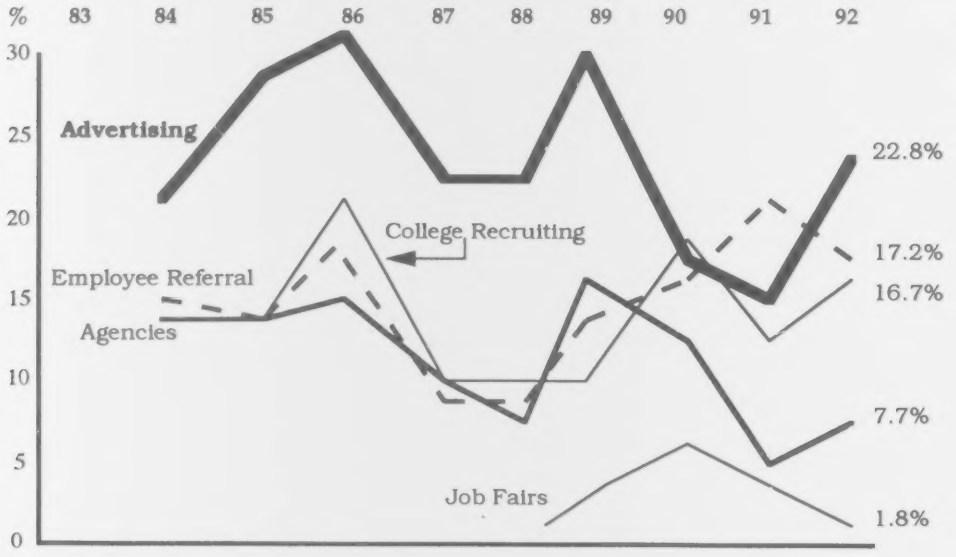
Recruitment Dollar Spending Trends

■ **Percent of Recruitment Costs By Category**



There is evidence of a direct correlation between Recruitment/Employment Office spending and Direct Fees. As companies spend more money on staffing and supporting their in-house recruiting operations, less money is required to be spent on external sources, such as advertising and agencies.

Source Utilization Trends – Exempt



Executive Search seldom exceeded one percent throughout the decade.

Source Utilization Trends

Source Utilization
These comparisons reflect five-year trends by category in the percentage utilization of specified sources. The totals will not add up to 100% because several sources, such as unsolicited write-ins, state employment service referrals, etc., were not tracked and reported through this survey.

Advertising	**1988**	**1989**	**1990**	**1991**	**1992**
Exempt	22%	30.4%	17.7%	15.3%	22.8%
Non-Exempt	n/a	23.5	24.5	20.5	25.9
Overall	n/a	22.8	26.6	9.7	24.4
Employee Referral					
Exempt	8%	14.5%	15.4%	21.9%	17.2%
Non-Exempt	n/a	17.6	12.5	18.8	21.7
Overall	n/a	18.6	10.6	8.1	20.0
Employment Agencies					
Exempt	8%	16.2%	12.0%	4.3%	7.7%
Non-Exempt	n/a	8.0	3.5	2.1	1.5
Overall	n/a	8.8	5.0	1.7	4.8
College Recruiting					
Exempt	10%	10.0%	17.6%	11.5%	16.7%
Non-Exempt	n/a	2.9	2.0	2.1	3.1
Overall	n/a	6.5	7.0	16.8	10.7
Job Fairs					
Exempt	n/a	4.0%	5.3%	4.3%	1.8%
Non-Exempt	n/a	1.3	4.0	0.6	1.3
Overall	n/a	3.0	4.0	1.5	1.6

EMA Surveys and Publications

Results of surveys are free to members and to non-member survey participants at the time of publication. Non-members may purchase the following surveys at the price listed below. (Pre-payment required.)

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MEMBER PULSE SURVEYS				
Recruiting Trends for 1988 and Beyond	May 1988	$25	____	_____
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Dependent Care Programs	Nov. 1990	$25	____	_____
Recruiting in the 90s	Jun. 1991	$25	____	_____
Military Reservist Policies	Jun. 1991	$25	____	_____
HR Issues: How the Forecasts Compare to Reality	Jan. 1993	$25		
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EMA Advertising Excellence Awards (Indicate Year)	1989, 1990, 1991, 1992, 1993	$7.50	____	_____
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*EMA "Reporter" subscription	Member Service Only			
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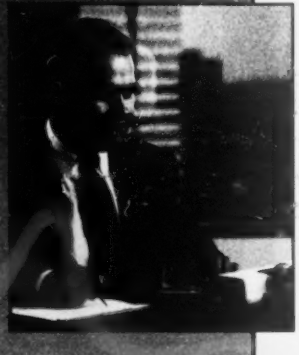

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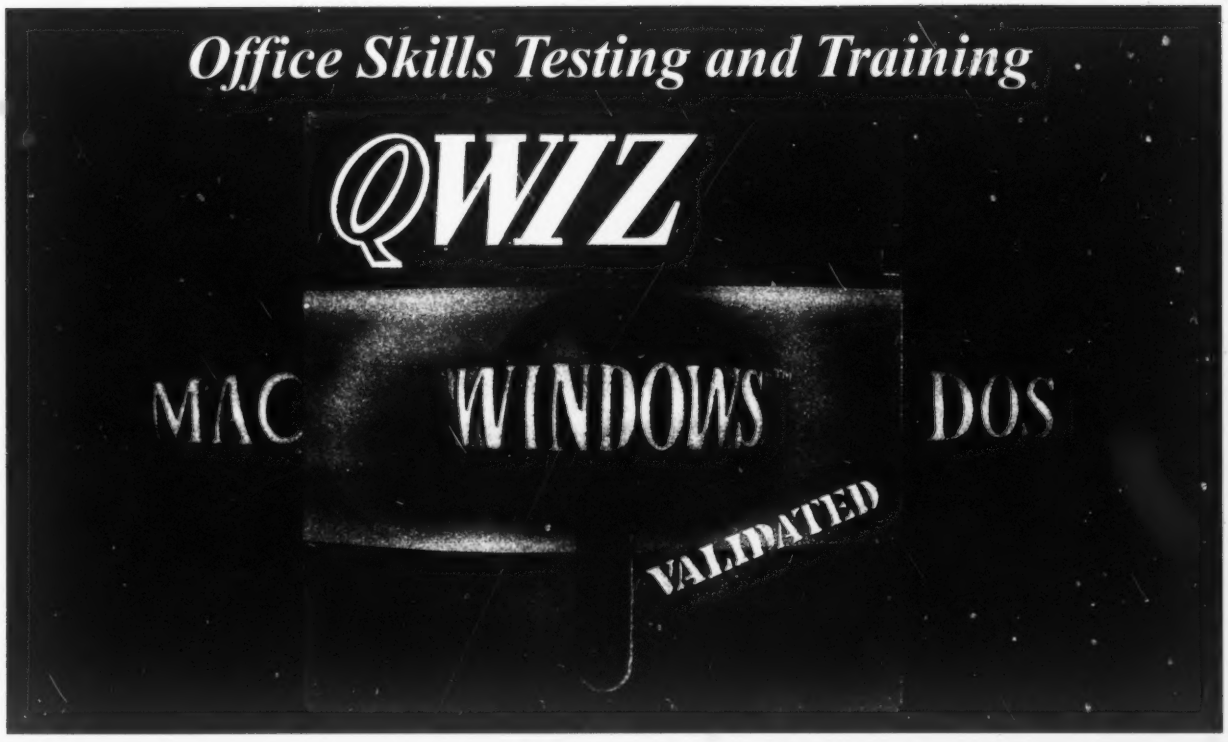

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